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THE NORTHWESTERN ENDICOTT REPORT

TRENDS IN THE EMPLOYMENT
OF
COLLEGE AND UNIVERSITY GRADUATES
IN
BUSINESS AND INDUSTRY

1986

FORTIETH ANNUAL REPORT

A Survey of 230 Well-known Business
and Industrial Concerns

by

VICTOR R. LINDQUIST
Associate Dean
Director of Placement

Consultant
FRANK S. ENDICOTT
Director of Placement, Emeritus

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INTRODUCTORY STATEMENT

This is the 40th annual survey of policy and practice related to the employment of college and university graduates in business and industry. A total of 230 well-known companies responded to the inquiry. A large percentage are large or medium-sized national corporations. Almost all of these companies have recruited college graduates for many years. Reports came from 31 states and Washington, D.C., representing all major regions of the nation. Survey forms were returned from November 7 to December 2, 1985.

The outlook for the respondents concerning 1986 is positive, with 54% anticipating an improvement in business and only 7% expecting it to worsen. A very significant percent, 39%, state that conditions will be about the same. There does seem to be a general feeling of tentativeness even with those firms expecting improvement. It is the rare firm that in the past year or two has not experienced some reorganization or realignment of resources and priorities. This has been reflected in the data provided for the survey. No single industry could be identified that was coming to the college campuses searching for larger numbers of new graduates. The manner in which recruiting is conducted has changed, with fewer firms taking a longer-range view of personnel development and making a comparable commitment to campus recruiting. Fifty percent of new hires of young professionals are now coming off the street and not through the placement office. Generally, this is a more expensive method of employment, but weighed on balance it is more convenient.

The major purpose of this report is to supply information that will be of value and interest to colleges and universities as well as to employers. An important continuing feature of the surveys is an estimate by the responding companies of the number of graduates to be employed during the coming year and the starting salaries to be offered.

The willingness of hundreds of corporate personnel executives to supply information, often at considerable cost in time and effort, is greatly appreciated, and care has been taken not to identify the responding companies in any way.

SOURCES OF DATA

The responding companies represent a cross section of American business with many of the firms diversified and in many traditionally unrelated industries. They are classified as follows:

Aerospace & Electronics	32	Merchandising(Retail & Wholesale)	12
Automotive & Mechanical	10	Metals & Metal Products	18
Banking, Finance & Insurance	22	Non-Profit	3
Building Materials & Construction	8	Petroleum & Natural Gas	12
Chemicals & Drugs	18	Public Accounting	8
Electrical Machinery & Equipment	15	Public Utilities	20
Food & Beverage Processing	8	Research &/or Consulting	8
Glass, Paper & Packaging	11	Miscellaneous	25

CORPORATE PERFORMANCE AND OUTLOOK

A general assessment of the current year's business and recruiting activity and the outlook for the next year, 1986.

CORPORATE PERFORMANCE IN 1985

Better than 1984 . . . . . 52%

About the same as 1984 . . . . . 29%

Worse than 1984. . . . . 19%

CORPORATE OUTLOOK FOR 1986

Better than 1985. . . . . 54%

About the same as 1985. . . . . 39%

Worse than 1985 . . . . . 7%

CONFIDENCE IN YOUR PROJECTION FOR 1986

Very Confident			Neutral			Not Confident
1	2	3	4	5	6	7
11%	34%	31%	17%	6%	1%	0%

COLLEGE RECRUITING FOR THE CLASS OF 1985 COMPARED TO A NORMAL YEAR

Recruiting less than normal 34%

About normal. 33%

Much more than normal 32%

CORPORATE RECRUITING PLANS FOR 1986 COMPARED TO 1985

INTERVIEW SCHEDULES

		Total	Decrease 39%	Same 22%	Increase 39%
CAMPUSES SCHEDULED	Decrease	39%	33%	1%	5%
	Same	29%	3%	19%	7%
	Increase	32%	3%	2%	27%

CORPORATE RECRUITING FOR COLLEGE GRADUATES - CLASS OF 1986

	Bachelor's Degree	Master's Degree
Corporations with needs UP.	51%	37%
Corporations with needs SAME as 1985. . .	12%	31%
Corporations with needs DOWN.	37%	32%

THE EMPLOYMENT OF INEXPERIENCED COLLEGE GRADUATES DURING THE PAST YEAR AND FOR NEXT AS REPORTED BY 230 COMPANIES

BACHELOR'S LEVEL	Past Year (1985) No. Companies	Past Year (1985) No. Grads	Next Year (1986) No. Companies	Next Year (1986) No. Grads
Engineering	148	13,209	151	12,404
Accounting	111	6,072	115	6,521
Sales-Marketing	92	2,254	96	2,630
Business Administration	86	2,142	90	2,346
Liberal Arts	60	712	62	857
Computer	102	3,866	105	3,678
Chemistry	34	381	34	345
Mathematics or Statistics	30	359	30	338
Economics or Finance	47	467	49	599
Other Fields/Undesignated	52	1,471	53	1,436
TOTALS - Bachelor's Level		30,933		31,154

MASTER'S LEVEL				
Engineering	64	1,746	70	1,862
Other Technical Fields	40	916	42	926
MBA with Technical BS	33	564	35	609
MBA with Non-Technical BA	71	1,733	72	1,880
Accounting	25	952	28	1,066
Other Fields/Undesignated	29	394	31	403
TOTALS - Master's Level		6,305		6,746

Engineering:	Bachelor's	Down for 1986....6%	Master's	Up for 1986....7%
Non-Engineering:	Bachelor's	Up for 1986.....6%	Master's	Up for 1986....7%
Totals:	Bachelor's	Same in 1986 as 1985	Master's	Up for 1986....7%

College Graduates to Be Hired at Various Salary Levels

Bachelor's Degree Class—1986

Field	1200 -1299	1300 -1399	1400 -1499	1500 -1599	1600 -1699	1700 -1799	1800 -1899	1900 -1999	2000 -2099	2100 -2199	2200 -2299	2300 -2399
Engineering						52 (2)	12 (2)		484 (9)	177 (8)	2379 (18)	2267 (25)
Accounting		8 (2)		11 (4)	1920 (17)	2050 (33)	2208 (21)	189 (12)	74 (8)	5 (1)		16 (2)
Sales-Marketing	60 (1)	41 (5)	16 (2)	754 (7)	403 (19)	217 (13)	840 (13)	48 (8)	127 (8)	29 (3)	10 (2)	29 (3)
Business Administration	40 (2)	50 (2)	10 (1)	397 (15)	273 (22)	557 (10)	250 (6)	141 (6)	477 (5)	6 (2)	7 (1)	29 (3)
Liberal Arts	5 (1)	45 (3)	17 (2)	183 (7)	90 (12)	62 (5)	56 (9)	9 (2)	50 (3)	20 (3)	8 (2)	56 (2)
Computer		6 (1)			80 (3)	44 (4)	194 (5)	273 (10)	155 (14)	799 (19)	1359 (23)	207 (8)
Chemistry					40 (1)	9 (4)	33 (3)	11 (2)	73 (8)	20 (4)	12 (2)	31 (3)
Mathematics or Statistics				2 (1)	68 (3)	8 (1)		75 (3)	75 (7)	38 (3)	28 (4)	3 (1)
Economics or Finance	10 (1)	3 (1)	2 (1)	122 (5)	109 (7)	131 (6)	77 (6)	30 (7)	2 (1)	16 (2)		80 (2)
Other Fields	25 (1)		7 (3)	89 (5)	69 (3)	127 (4)	21 (3)	22 (3)	85 (3)	65 (2)	78 (5)	28 (2)

Master's Degree Class—1986

Engineering											60 (1)	1 (1)
Other Technical Fields								15 (1)	26 (2)	3 (1)	41 (1)	28 (5)
MBA With Technical BS								5 (1)			410 (2)	
MBA With Non-Technical BA					1 (1)	2 (1)	3 (1)		8 (2)	523 (4)	93 (5)	10 (3)
Accounting					5 (1)		1 (1)	3 (1)	9 (2)	909 (4)	20 (2)	45 (2)
Other Non-Technical Fields				7 (2)	4 (1)			5 (1)		21 (2)	8 (1)	161 (3)

Average Increase For:

Bachelor's Engineering **3.2%**
Bachelor's Non-Engineering **4.1%**
Master's Engineering **3.7%**
Master's Business **4.9%**
Other Master's **5.2%**
Overall: Bachelor's and Master's **4.1%**

Salary Increase %	Negative	.0
Frequency	24	138
% in Classification	2.7%	15.5%

2400 -2499	2500 -2599	2600 -2699	2700 -2799	2800 -2899	2900 -2999	3000 -3099	3100 -3199	3200 -3299	3300 -3399	3400 -3499	3500-	Average 1985*	Average 1986*	% Change
3984	2455	20	65								1			
(40)	(18)	(2)	(2)								(1)	2302	2376	+ 3.2%
12														
(1)												1699	1768	+ 4.1%
	4													
	(1)											1656	1724	+ 4.1%
	4													
	(1)											1723	1777	+ 3.1%
	4													
	(1)											1647	1755	+ 6.5%
489														
(6)												2131	2181	+ 2.3%
	2	8												
	(1)	(1)										1950	2022	+ 3.7%
34														
(3)												1961	1998	+ 1.9%
	9													
	(2)											1710	1857	+ 8.6%
63	55				276									
(2)	(3)				(2)							2125	2227	+ 4.8%

73	63	284	299	635	383		9				2			
(5)	(5)	(13)	(12)	(8)	(7)		(2)				(1)	2675	2774	+ 3.7%
35	121	83	66	66	17	3	290				3			
(6)	(8)	(2)	(3)	(1)	(2)	(1)	(1)				(1)	2626	2764	+ 5.3%
18	16		2	43	6	37	29		7	1	10			
(1)	(4)		(1)	(3)	(2)	(3)	(3)		(2)	(1)	(1)	2311	2412	+ 4.4%
116	43	165	105	94	131	5	246	57	20		95			
(7)	(5)	(4)	(7)	(1)	(4)	(1)	(8)	(3)	(1)		(2)	2500	2629	+ 5.2%
34	2		1						8		1			
(4)	(1)		(1)						(1)		(1)	2058	2164	+ 5.2%
25	23		19	10			47	7	3					
(4)	(2)		(2)	(1)			(2)	(1)	(1)			2350	2475	+ 5.3%

*Salary per month. Averages take into account the number of graduates to be hired at each level.
()Number of hiring companies in parentheses.

Distribution of Percentage Salary Increases

.01-.99	1.0-1.9	2.0-2.9	3.0-3.9	4.0-4.9	5.0-5.9	6.0-6.9	7.0-7.9	8.0-8.9	9.0-9.9	10.0-10.9	Above 11.0
26	54	113	127	151	112	61	22	13	14	2	32
2.9%	6.1%	12.7%	14.3%	17.0%	12.6%	6.9%	2.5%	1.5%	1.6%	.2%	3.6%

EMPLOYMENT SCREENING PRACTICES

..What instruments or activities are used today as part of your pre- or post-employment process to qualify candidates for employment in your organization?

* * *

Competition for the highest quality employees continues unabated, with employers striving to enhance recruiting results through the use of both pre- and post-screens. The trend toward greater use of these qualifiers is firmly established as organizations, for economic reasons, want to reduce the costs of insurance, turnover and training. Assessment tools often used and purchased by the unknowing seem to be a response to the shifting mores of society.

QUALIFIER	PER CENT USING TODAY	INCREASES IN USE OVER LAST FIVE YEARS
Verification of Education	89%	32%
Verification of Employment	74%	15%
Pre-Employment Physical	57%	9%
Medical History w/o Exam	22%	3%
Psychological Testing	16%	18%
Drug Testing	14%	44%
Post-Employment Physical	13%	3%
Psychologist Interview	12%	9%
Polygraph Test	4%	9%
Handwriting Analysis	1%	3%
AIDS Testing	0%	0%

The most significant upturn in pre-employment screening is in the area of testing for drug use, up 44.1% over five years ago. While AIDS continues to be a topic of growing concern among the general public, employers have not yet begun the use of screening candidates for AIDS. Only one survey respondent is considering the use of an AIDS screening program at this time. Other screening devices of note include checks into criminal convictions, credit bureau checks, court records verifications, and the requirement that newly hired individuals pass government security clearance investigations.

The elimination from the employment rolls of people who would be considered "at risk" is a desired goal. The path by which this goal is pursued, however, is not well charted or validated.

EMPLOYMENT SOURCES

..What percentage of your professional or exempt hiring of individuals with less than three years experience was done through campus recruiting last year?

* * *

DISTRIBUTION OF CAMPUS HIRING PERCENTAGE

EXEMPT HIRING FROM CAMPUS-%	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
NUMBER OF COMPANIES %	21%	8%	8%	7%	7%	8%	9%	12%	14%	8%

INDUSTRY AVERAGES OF CAMPUS HIRING

INDUSTRY	AVERAGES	INDUSTRY	AVERAGES
Aerospace/Electronic	46%	Merchandising	54%
Auto/Mechanical	30%	Metals	38%
Bank/Finance/Ins	40%	Non-Profit/Education	36%
Bldg Materials/Const	66%	Petroleum/Gas	59%
Chemicals/Drugs	39%	Public Accounting	82%
Elec Machinery/Equip	39%	Public Utilities	74%
Food/Bev Processing	47%	Research/Consulting	52%
Glass/Paper/Pkg	63%	All Other	26%

Overall Campus Hiring Average=49%

..What source did you use for exempt personnel outside of the campus recruiting?

EMPLOYEE SOURCE	FREQUENCY MENTIONED
Advertisements, General	132
Referrals - Employees, Friends, Industry, Colleagues Etc.	122
Unsolicited- Walk-ins, Mail-ins Candidate Initiated Contact	106
Employment Agencies	67
Search Firms	24
Advertisement, Specialized Trade or Professional Publications	13
Job Fairs	12
Placement Office-Alumni and General Listing	10
Interns, Co-ops and Summer Hires	7
Sourcing	5

ATTRITION

..What percentage of the college graduates you employed three years ago from the class of 1982 have left your organization?

* * *

BACHELOR'S

All Candidates. . .31% Female. . .30% Minority. . .27%

MASTER'S

All Candidates. . .24% Business. . 21% Engineering. .12%

DISTRIBUTION OF BACHELOR'S ATTRITION OVER THREE YEARS

Percentage Loss	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100%
Percent of companies	30%	10%	15%	14%	18%	3%	4%	2%	2%	3%

AVERAGE ATTRITION BY INDUSTRY

INDUSTRY	BACHELOR'S	MASTER'S
Aerospace/Electronic	27%	23%
Automotive/Mechanical	54%	21%
Bank/Finance/Insurance	35%	35%
Bldg Materials/Construction	17%	11%
Chemicals/Drugs	20%	22%
Elec Machinery/Equipt	24%	10%
Food/Beverage Processing	28%	3%
Glass/Paper/Packaging	43%	26%
Merchandising	45%	37%
Metals	33%	23%
Non-Profit/Education	22%	50%
Petroleum/Gas Etc.	27%	15%
Public Accounting	36%	60%
Public Utilities	30%	24%
Research/Consulting	26%	14%
All Others	24%	16%

REASON FOR ATTRITION

Better Opportunity Advancement or Pay	42%
Geographic Preference and Relocation Refusal	11%
Return to School	9%
Career Change	8%
Job Dissatisfaction	7%
Layoff - Reorganization	6%
Spouse's Opportunity	4%
Dismissal - Poor Performance	4%
Merger and Business Uncertainty	3%
Marriage - Pregnancy	3%
Personal Reason	3%

RECRUITING EFFECTIVENESS

To meet your hiring goals how many interviews, second interviews, and job offers do you have to make?

* * *

INDUSTRY GROUP	CAMPUS INTERVIEWS	SECOND INTERVIEWS	JOB OFFERS	ACCEPTANCES
Aerospace/Electronic	100	38	23	11
Automotive/Mechanical	100	26	13	7
Bank/Finance/Insurance	100	30	10	6
Bldg Materials/Construction	100	22	11	5
Chemicals/Drugs	100	20	8	4
Electrical Machinery/Equipt	100	29	13	7
Food/Beverage Processing	100	19	9	4
Glass/Paper/Packaging	100	18	7	4
Merchandising	100	30	14	10
Metals	100	26	16	8
Non-Profit/Education	100	53	43	29
Petroleum/Gas Etc.	100	21	14	7
Public Accounting	100	55	20	9
Public Utilities	100	33	20	9
Research/Consulting	100	31	23	17
All Other	100	20	10	6
NATIONAL AVERAGE	100	29	16	8

It is evident that with the exception of a few disciplines, the supply of college graduates seems to be adequately meeting the needs of business. It is somewhat easier to recruit today even though the competition for the "top" graduate is becoming more fierce. One measure of every company's recruiting effectiveness includes not only expenses associated with putting the recruiter on campus, but the dollars spent in bringing the recruit in for a second interview. There are some interesting differences between major industry groups.

PERSONNEL PRACTICES

..Are you paying any kind of "signing" bonus or other consideration to graduates from difficult-to-recruit racial groups, disciplines, or schools?

Yes 4.2% No 95.0%

"Occasionally for MBAs from premium schools. Don't like it, but do it to compete."
"I think this is a very unethical practice."
"Sometimes we will pay a signing bonus to good minority students..."
"We have stopped recruiting at one school because of this practice."

..Do you use a pre- or post-employment contract for college hires?

Yes 10.0% No 90.0%

If yes, does it cover reimbursement for travel or relocation expenses from campus to job site if the employee leaves voluntarily within a set period?

Yes 76.0% No 24.0%

The set period for most respondents is one year; responses ranged from 6 months to 2 years.

Does it cover reimbursement for training costs?

Yes 42.0% No 58.0%

Several respondents indicated DOD contracts required reimbursement if they leave before one year. One organization charges terminating employees for training costs based on the cost of the program and the length of time since such training was received.

..Do you have, as a part of your benefit package, a tuition reimbursement plan by which an employee can earn an advanced degree?

Yes 92.0% No 8.0%

What percent of employees who earn a degree under your program leave?

The responses to this question evidence a tri-modal distribution. At opposite ends of the spectrum were one employer reporting unhappiness with a rate of 0.5% and another reporting satisfaction with a rate of 100%. Significant employer dissatisfaction (65.0%) with program results began at the 25% level.

Is this number satisfactory to your company?

Yes 80.0% No 20.0%

Do you have an agreement that specifies that an employee who earns an advanced degree, with this benefit, must stay for a fixed period or reimburse the company?

Yes 9.3% No 90.7%

TEN GUIDELINES FOR THE PROSPECTIVE COLLEGIAN

..What advice, as a corporate personnel professional, would you give to a high school senior planning on attending college next fall?

* * *

The decision to attend college represents a costly commitment in time and money. If this investment is to bring the desired dividend of a rewarding career, choices need to be made by design and not by default. One hundred seventy-eight (178) corporate employment officers offered ten guidelines for the prospective collegian.

..Recognize your interests, aptitudes and values, for they should be the foundation of your career and curricular choices. Early decisions based on these considerations will be more satisfying and lead to greater personal success. Seek out vocational counseling if needed.(53)

..Get a well-rounded education without over-specialization. Strive for a strong liberal arts or general education program that is supplemented by business, technical and computer coursework.(42)

..Obtain "relevant" work experience and develop marketable skills. Utilize internships, co-op placements and summers for your personal development.(40)

..Obtain a technical or professional degree, i.e., engineering, accounting, or computer science etc., if you have the aptitude, and avoid an aimless general course that does not lead toward an educational goal or profession.(35)

..Work for good grades. Recent trends in recruiting have focused on grades as one of the most important criteria in the selection process. Obtaining a job interview with a low grade is impossible at some companies.(33)

..Develop quantitative, analytical and computer skills. Quantitative analysis in conjunction with the computer is being introduced into every profession. Those who have these skills possess a competitive advantage.(27)

..Commit yourself to the development of strong communication skills, written and oral. Graduates must be able to communicate effectively if they expect to progress professionally.(26)

..Research and stay abreast of the job market and industry trends. Have a curiosity about the world of work; inquire about what people are doing and keep informed through reading of the business press. Look beyond the campus - have an interest in economic, social and governmental issues!(26)

..Participate in a variety of extra-curricular activities. Seek out organizations that relate to your career interest and those with an opportunity to hone your leadership and social skills. Campus groups will give you great insights on "committee" dynamics, a part of every profession.(21)

..Attend the best college to which you are admitted. Graduate schools and employers are both aware of those institutions known for academic excellence and make their selections accordingly.(12)

Career decisions must be made on the basis of one's interests and aptitudes and not on current job trends. However, one should be aware that to ignore the computer, statistics, technology and accounting is to place oneself at a disadvantage. Keep in mind that the average person will have about five professional positions in his or her career, with each requiring adaptability and different skills.

LOOKING BACK!!

TRENDS IN THE EMPLOYMENT OF COLLEGE AND UNIVERSITY GRADUATES IN BUSINESS AND INDUSTRY

by

Frank S. Endicott

1ST ANNUAL - 1946 (excerpted)

..To what extent do you give preference to those who have earned high marks in college courses?

* * *

Some difference of opinion concerning the importance of high marks was reported. Only one-fifth of the respondents indicated that high marks were essential, especially for research and technical positions. Most of the others qualified their answer in order to make it clear that marks alone were not given special consideration. Personal and social qualities seem to be considered along with college marks in the hope of securing an appropriate balance between scholastic achievement and personality. In approximately one-third of the cases the response indicated that high marks were considered to be of uncertain or doubtful value.

> "We give no preference to high marks alone! We prefer students who are all-around individuals, have attained maturity, possess working experience, and have adapted themselves to practical situations in industry. High marks are not always indicative of one's abilities, although there is some correlation."
>
> "Men who have earned high marks are not necessarily the best type of men for our purposes, and we are not greatly influenced by marks, although, of course, when a student has good standing plus the other characteristics that we think are desirable, that is a plus-factor."
>
> "In general, employees who secured good grades rather than high grades are more to be desired. The graduate who has participated in extra-curricular affairs, who has a broad education rather than one too specialized, generally does not receive the highest marks. This average university graduate may be the most desirable."
>
> "We try not to give preference to those students who have had high marks, as frequently they do not make the best employees on our job."

5TH ANNUAL - 1951 (excerpted)

STARTING SALARIES FOR COLLEGE GRADUATES IN 1951

FIELD	MONTHLY AVERAGE
Engineering	$270
Accounting	246
Sales	247
Business Trainees	241
Average - All Fields	251

SUMMARY AND TRENDS

The 40th annual Northwestern Endicott Report was compiled from data and information provided by 230 corporations. Most of the respondents are national organizations, large and medium-sized, that regularly recruit from our colleges.

A slight majority of American businesses, 52%, enjoyed a better 1985 than 1984. About the same number, 54%, expect that 1986 will be an improvement over the current year. The predictions for an improved 1986 are not universal and in many situations become industry specific. Even organizations with good expectations are not confirming their optimism with significantly higher recruiting goals for the class of '86. Uncertainty about consumer demand, foreign competition, tax reform, interest rates, monetary policy and the deficit are being factored into corporate planning, and the outlook is expected to be for a better 1986, but not by much.

The graduates in 1985 found a slightly better job market than the class of 1984. Corporations reporting on this year's recruiting activity were evenly divided on how the past year compared to a normal year, but placement officers were of the opinion that more students left campus with jobs this year than a year earlier.

College recruiting in 1986 will be up 2%; compared to past years, when increases of 20% were common, this is not a strong endorsement. Demand for bachelor's degrees in engineering will drop 6%, with the expectation that electrical and mechanical engineering majors will run counter to the trend. Computer science opportunities will decrease 5% and positions for chemistry majors will decline 9%. Increased demand in sales and marketing and trainees from the liberal arts and general business administration disciplines are exceptions to the flat job market. The demand for advanced degrees is up in every discipline--engineering, business and accounting. Salary increases will range between 2% and 5%, with an average of all fields around 4.1%. Adjustments in salary schedules the past few years have been tied to inflation, and this year is likely to be comparable.

The overall market for the college graduate is healthy, but it is expected that with the recruiters becoming ever more selective, the graduates searching for a career must be aggressive. It will require their looking at more of the mid-size and smaller organizations and less at the corporate behemoths.

ACKNOWLEDGEMENTS

Assembling a report of this complexity involves and necessitates the cooperation of a great many people. The mail system played havoc with the delivery and return of surveys. It might have been worse, but the research computer only crashed twice during the processing. A "Wonderful Person" award goes to Heather Thiessen, a Northwestern doctoral candidate in political science, whose statistical competency and uncanny ability are without peer when forcing an unyielding computer to release the data contained within. Every member of the Northwestern Placement staff, Rhea Gold, Craig Kopstain, Valerie Mauk, Jill Muller, Lia Peterson, Leslie Proffit, Joan Shapiro, Charlotte Siegel, Ruth Solin and Cindy Chestnutt, deserves recognition for his or her contribution in pulling the report together.

A note of special thanks goes to Charlotte Siegel, my assistant, for her splendid work, commitment and dedication to the University and The Placement Center.

With appreciation,
Victor R. Lindquist
December, 1985

THE PLACEMENT CENTER

The Placement Center of Northwestern University is able to assist employers in their search for qualified professional personnel in virtually every field and at all levels from entry to executive. Inquiries concerning the services of the Center may be directed to Victor R. Lindquist, Director of Placement, Northwestern University, Evanston, Illinois 60201.